

**OAKLEY
ISN'T WHERE
WE WORK. IT'S
WHO WE ARE.**





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If it's not the reason that you came to Oakley, it's probably why you're still here today—passion. Everyone at Oakley has their own. Whether it's passion for the sports or the athletes, technology or engineering, our people or our community, it's something that motivates us all to do our best work.

Our customers often say that our passion is contagious. Hopefully you've felt it too, because the best way for you to engage new customers and new employees is to make sure you're sharing your passion with them.

WHAT CAN WE LEARN FROM OTHERS ABOUT BEING **PASSIONATE?**

We know at Oakley that success isn't measured by just numbers, but by heart. Here are some examples in the world around us of how passion and dedication make all the difference.

BUILDING A PASSIONATE COMMUNITY

Simon Mottran's passion in life was cycling, but he felt that the industry fell short when it came to apparel. He founded Rapha in 2004, and what started as a small London-based cycling apparel and accessories company grew into a way of life. Nearly every Rapha employee rides to work, and Wednesday rides from headquarters are an institution. Mottran believes, "What a lot of people want is a brand that shows it's got the same passion that the customers have." One way that Rapha shares its passion with customers is through Rapha Continental, a web journal of stories, photos, and data of the most epic rides and routes in the United States. The journal has become an online hub for cycling fanatics and a repository of exciting adventures. In 2007, the company partnered with Condor Cycles to establish the first annual Nocturne cycling festival, now part of an international series that attracts more than 25,000 cycling enthusiasts. By building a community not only through product, but through online presence and events as well, Rapha became a big name in the industry, fast.

*How do we share our
passion with customers?*



"Champions aren't made in the gyms. Champions are made from something they have deep inside them—a desire, a dream, a vision."

—MUHAMMAD ALI, Boxer

"The frontiers were sort of wide open. It was that sense of excitement that we really wanted to spark in everybody else wherever we went."

—BILL GATES, Founder, Microsoft

What can a strong passion overcome?



PASSION SKY HIGH

The Wright brothers didn't have the funding, media attention, or highly educated engineering team their competitors did—and they didn't need them. They spent years studying kites to understand the nuances of flight and worked hard to market their brand, even when they were only making bicycles. Their excitement for the mechanical intricacies of planes and for the prospect of flight fueled their humble efforts. Wilber Wright was quoted, "When you know, after the first few minutes, that the whole mechanism is working perfectly, the sensation is so keenly delightful as to be almost beyond description. More than anything else the sensation is one of perfect peace mingled with an excitement that strains every nerve to the utmost." The duo embodied how true perseverance and passion can achieve the so-called impossible.

WHEN DEDICATION PAYS OFF IN THE END

Steve Jobs has always been passionate about designing user-oriented devices, software, and experiences that empower the individual. Even though a power struggle in 1985 forced Jobs to resign from Apple, the company he had co-founded, he continued his love of technology and invention by starting computer company NeXT Inc. and purchasing the image computer company now known as Pixar. When Apple bought NeXT in 1996, Jobs returned to Apple (which was close to bankruptcy) and led a revival by returning it to its roots—user-centric, elegantly designed products. By pursuing his passion through both adversity and success, Jobs made Apple the legendary technology company it is today.

"Passion is energy. Feel the power that comes from focusing on what excites you."

—OPRAH WINFREY,
Media mogul and philanthropist

Oakley also came from humble beginnings and had to rely on the passion of its employees and customers to survive. How do we keep that passion alive today?

Here's what passion inside of Oakley looks like:

OAKLEY ISN'T WHERE WE WORK. IT'S WHO WE ARE.

What we do is sacred to us. Watching athletes taunt fate and hearing about our products saving lives on the front lines gets us going. The intensity and excitement we bring to our work enable us to make products we're genuinely proud of and can't wait to try ourselves. Others might not understand our obsession, but to us, it's innate. Oakley was built by and for people who redefine standards and bring a unique point of view to the world. Each of us at Oakley is here because we have something valuable to add to that heritage: fiery, genuine, you-just-can't-fake-it passion. It's what unites us, no matter how long we've worked here or what role we fulfill. Make no bones about it, it's not enough to be good at what we do; to be successful at Oakley, you have to love what you do.



WHAT DOES IT MEAN TO BE PASSIONATE AT OAKLEY?

Since day one, passion has been a force that drives us—to make great products, to share them with customers, to engage with our athletes, and to stay relevant in the industry.

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1975

1996

Founder Jim Jannard loved the competitive, high-octane world of motocross. But because managers at the motorcycle parts company where he worked didn't share his vision for meeting riders' performance needs in a new way, Jim dedicated himself, and his resources, to inventing a superior handgrip to advance the sport, athletes, and culture he admired so much. At the motocross events he regularly attended, his excitement was infectious—spurring talk throughout the racing community and, ultimately, the beginning of a company.

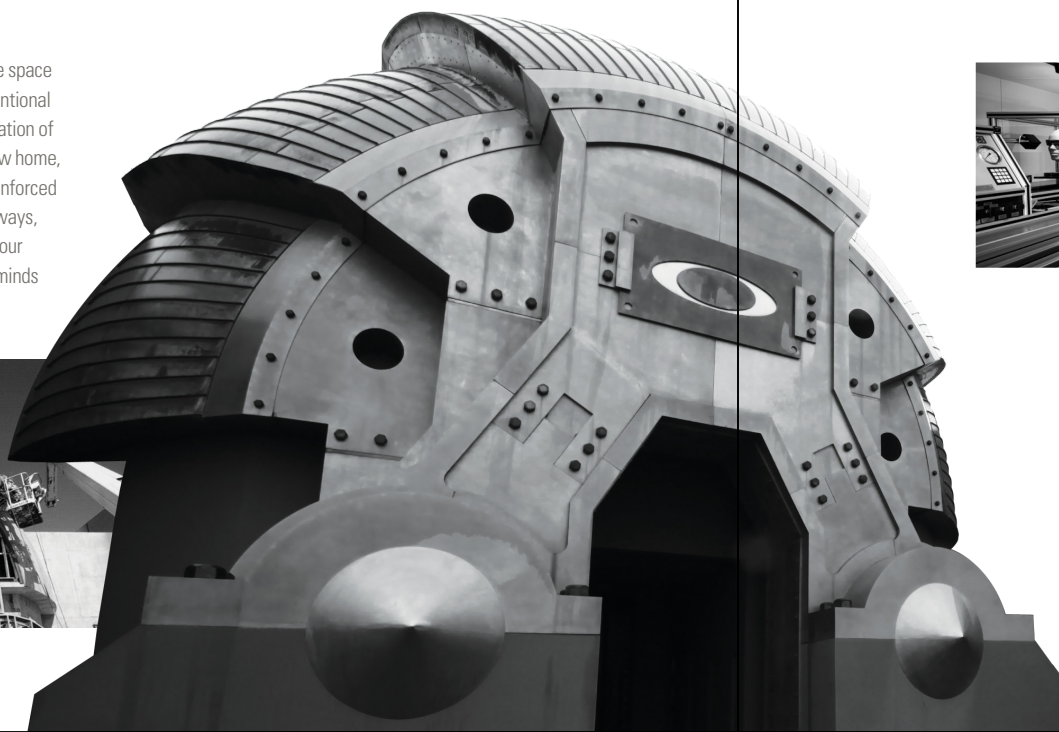


While many sponsors at the Olympic Games focus on getting press attention during their athletes' downtime, we wanted to give our athletes a place where they could escape to rest and have fun. We set up our first Safehouse at the Atlanta Olympics so our athletes could spend time relaxing with their families, using the internet, swimming in the pool, or hanging out with Oakley employees to preview new products and build their own custom glasses and goggles. We love sharing in the excitement of our athletes at the games and giving them the support they need.

1997

1998

When it came time to move into a bigger office, we knew the space would need to represent who we are and foster the unconventional thinking we value. We had to be heavily involved in the creation of the new HQ. After months of perfecting the design of our new home, we moved into One Icon, in Foothill Ranch, California. The reinforced blast walls, machine aesthetic, cavernous entrance and hallways, the tank out front, and the ejection seats in the lobby reflect our uncompromising originality and devotion to technology. It reminds us of the intensity we bring to our work every day.



When Oakley embarked on its first line of footwear, we made the shoes entirely in Orange County, California, so we could maintain full control of manufacturing and IP. Making shoes in-house was pretty unusual in the competitive footwear industry, where most companies outsourced product for lower production cost; but we weren't willing to sacrifice quality for anything. Employees were so dedicated to the release of Shoe One that several members of the design, graphics, and R&D teams worked extended overtime to assist in the manufacturing process to get the shipment out on time.



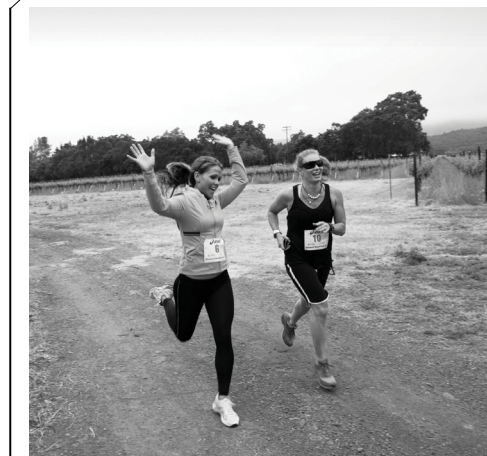
2008



A lot goes on inside of Oakley that gets us excited—our material science, cutting-edge technology, intense testing procedures. We wanted to find a way to share those inner workings with the world. The Rolling O Lab was our solution. We decided to take our science and enthusiasm to the streets in a self-contained, 40-foot motor coach to share with athletes, customers, and skeptics alike what we're all about. The Rolling O has been a valuable opportunity for us to be out in the field, improving our knowledge of the sports and interacting with our customers.



2010



When the Chilean miners were rescued from 69 days underground, Oakley donated 35 pairs of sunglasses to protect their eyes. But the donation is not as representative of Oakley's voracious passion for optics as was an interaction that took place seven years earlier. Jonathan Franklin, a journalist who covered the rescue, met an Oakley sales rep at the 2003 World SWAT Championships in North Carolina. They bonded immediately over their shared interest in sunglass technology. Franklin remembers, "He took time off from whatever he was doing to talk about the optics in sunglasses." It was this passionate discussion about optics and the immediate bond that Oakley's rep fostered that inspired Franklin to contact Oakley for help several years later.

Understanding our customers helps us make products that excite them. One way we've explored connecting with our female customers is through the annual "Perform Beautifully" contest in North America. Contestants are asked to submit photos, videos, and stories that show how they perform beautifully; and then winners are invited to preview and test Oakley's spring eyewear and apparel and join in athletic activities with fitness gurus and Oakley athletes. Contest winners become Oakley ambassadors and work with us to bring regional awareness to our women's brand and to the benefits of embracing an active lifestyle. Accounts, media, and contest participants love that the event is all about the experience and not a sales pitch.

→ *What would Oakley be
without passion?*

We know how powerful our passion can be when we hear about it

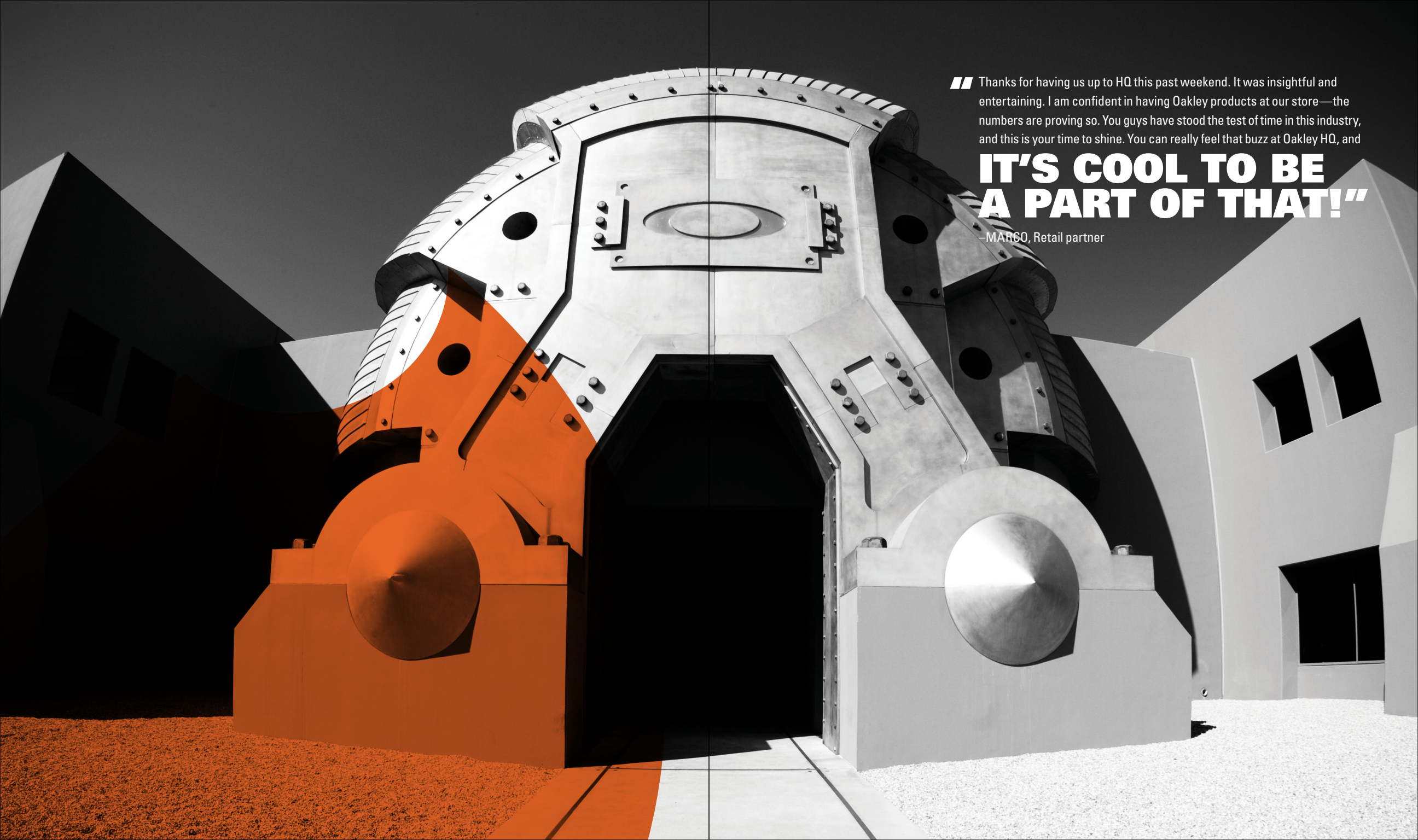
**FROM OUR
CUSTOMERS...**



“THE PEOPLE HERE ARE AMAZING.”

When I had a tour of Oakley headquarters, I got the chance to see everything that makes Oakley so wonderful. Their dedication to the product is so special. I got to learn a lot about the evolution of Oakley and I’m super proud to be part of the family. It was a great day. //

—KERRI, Volleyball



Thanks for having us up to HQ this past weekend. It was insightful and entertaining. I am confident in having Oakley products at our store—the numbers are proving so. You guys have stood the test of time in this industry, and this is your time to shine. You can really feel that buzz at Oakley HQ, and

**IT'S COOL TO BE
A PART OF THAT!"**

—MARCO, Retail partner



“I’M A BIG OAKLEY FAN.”

I love my Jawbones, and I like being able to change the lenses to personalize them to my own style. I also work at a bike shop that sells Oakley products. The thing that stands out most to me when working with Oakley is how much everyone cares about the work they do. They’re real people. They ask how things are going at the store, what products are selling, and what the customers are saying. A lot of employees are also known to come down to the store on their lunch break to talk about sports and products! //

—CHRIS, Customer and retail partner

WHAT DOES PASSION MEAN FOR EACH OF US?

It's been said more than once: When you join the Oakley team, you join a family. It becomes part of who you are. This is how we describe our Oakley passion.

"The biggest reason I like working here is because I've always been super passionate about technology. At Oakley, I've gotten the opportunity to grow in that passion and apply it in a way that makes a difference to the customer, whether it's a soldier or an athlete. It's where my heart's at. I can't picture doing anything else. It's all about that curiosity of understanding how things work and thinking of ways to make things better. As long as that's what Oakley's about, that's my home."

"I grew up very athletic. But since I'm not a professional athlete, I knew I wanted to find a way to still be involved in sports. Oakley was the perfect place for me because I could stay involved in the athletic industry and provide help and support to female athletes."

What passion brought you to Oakley? What new passion have you developed here in your team?



PEOPLE COME TO OAKLEY TO PURSUE THEIR PASSIONS, AND TO DEVELOP NEW ONES.



/// I used to work in Japan, where they have lifetime employment. People join a company and stay for life.

**AT OAKLEY THE
BOND IS SO MUCH
STRONGER, AND IT
HAS NOTHING TO
DO WITH TIME."**



**OUR PASSION IS CONTAGIOUS. WE LOVE
WHEN PEOPLE WANT TO BE PART OF IT.**

"My love for the brand grows by the day. And it's not just because we make great products. It's for the crew of kids up in Whistler who all wore Oakley shirts in their school pictures after the Rolling O came to town. It's the grom in Virginia Beach who just emailed me to ask what ANSI stands for, even though the last time I met him was two years ago. It's for the players at the College World Series who play for head-to-toe Nike schools but spend their food stipend on Oakleys that they can only wear in practice. I guess what I'm trying to get at is summed up in one of my favorite quotes from a coworker here: 'Oakley is powerful, bro.' And it's not just in the lenses."

*How have you seen your
passion spread to others?*



**"I SEE OPPORTUNITIES
HERE FOR WOMEN.
THERE ARE PEOPLE I
CAN LOOK UP TO."**

"I did a tour for veterans who were double and triple amputees. I never really understood the extent of what we do until those guys came in. They were all thanking me for saving their lives. They didn't have legs, but they were so grateful for their sight. It's hard to explain the feeling I got, but it put it in perspective for me that we're doing a great thing making products for those guys. It made my passion go up another notch. I thought, wow, I work for the best company on the planet. And I work here for those guys."

A large, stylized graphic in shades of orange and black. It features a flag with a white cross and the words "INFINITE HERO" on a banner. The flag is set against a background of a desert landscape with a curved horizon line. A quote is overlaid on the right side of the graphic.

**"WHEN THE HAIRS ON
YOUR ARM STAND UP
AND YOU SWELL WITH
PRIDE—THAT'S WHAT
KEEPS ME HERE."**



**"IN THE RETAIL FIELD
WE HAVE THE GOLDEN
OPPORTUNITY TO
BRING OUR PASSION
TO THE CONSUMER."**



**WE GO TO GREAT LENGTHS TO ACCOMPLISH
THINGS YOU'D NEVER EXPECT.**

“When I started going to sports marketing events, the emerging sports were mountain biking and motocross. We supported our athletes from the sidelines, but not much more because outside assistance was against the rules. It drove us nuts; we wanted to do more for them. Then we had an idea: help from competitors participating in the race was legit. So I started training with our athletes immediately and began entering races. Halfway through an MTB XC race in Colorado where John Tomac was competing, I realized he had lost his glasses—that can ruin your chances. A half-mile from the finish, I pulled off to the side and threw my glasses on the track. He picked them up, put them on, and raced to the finish line. The other competitors couldn’t figure out how he got the glasses. They were quick to point fingers at outside assistance and asked for Tomac’s disqualification. But the judges ruled it fair because I was in the race. We didn’t do it because we were hell-bent on our athletes winning. We did it because we’re Oakley, and we’re passionate about doing things people don’t expect.”


When has Oakley done something unconventional that really excited you?

“In the beginning, our competitor had guys on the road all the time. But Jim didn’t think that being on the road would be the best use of our time. So we flew to races and we could only sponsor enough athletes that we could carry their stuff in a duffle bag on an airplane. It was that important to us that we could carry their stuff ourselves. The athletes didn’t have to walk over to a van at a race. We were giving them personal service because we cared that much about it. They could see that was pretty special.”

“When Lance won his first Tour de France we wanted to do something special for him (he had also just announced his cancer diagnosis). We gathered as much footage and photographs of the Tour as we could, and I put together a video for him so we could have a small screening. After we watched the video, it was dead quiet. Lance turned around and had tears running down his face. It was the best feeling to see that we could make a special moment for him. We sat and talked, and he told me the background stories on some of the images. I just love talking with the athletes and getting their perspective on stuff. That’s why I’m here.”



**OUR ATHLETES ARE PART OF THE FAMILY.
WE MAKE SURE THEY FEEL IT.**

A full-page photograph with an orange color overlay. It depicts a man and a woman in a warm embrace. The man, on the right, is wearing a baseball cap, sunglasses, and a watch, and is smiling broadly. The woman, on the left, has long blonde hair and is also smiling. They are both wearing athletic gear. In the background, other people are visible, including a man in a 'SANTITAS' tank top. The scene appears to be at a triathlon or similar outdoor event.

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“We were forwarded an article from a newspaper in Ireland about a young mother who had recently lost her husband in a tragic motorcycling accident. A couple of weeks later, her home was broken into and many of her late husband’s personal possessions were stolen. He had been a big Oakley fan and several pairs of Oakley sunglasses and watches were stolen. Hearing this story, we reached out to her and offered to replace all of the items that had been taken. We knew the replacements would never be the same as the originals but I hoped that our endeavor to help where we could in some way balanced out her recent experience with the worst of human nature. It’s acts like this that remind me that as a company, we are not just passionate, but we’re also compassionate.”

**“WE’LL NEVER
BE A CORPORATE
MACHINE. WE’VE
GOT A STRONG
HEART THAT BEATS
AT OUR CORE.”**

How would you describe your Oakley passion?

Seeing how foundational passion is to Oakley (your passion included) shows how important it is that we continue to cultivate it. We have to hire people who share that passion. We have to help new employees ignite it. We have to bring back excitement and dedication to teams that have lost their way. It can be hard to translate the emotion into words, but use the stories here as a tool. Think about your own passion—what brought you to Oakley, why you're still here, what your ambition is. Figure out how to use that as a driving force in your work and as a way to engage others. Try to describe to someone new or outside of Oakley what it means to say: **Oakley isn't where we work. It's who we are.**





